

CFASMD4.1V3.0

Review and change systems/structures to enable beneficial behaviour



Overview

This unit is about reviewing the impact systems or structures have on individual and/or organisational behaviour and, where necessary, changing those systems or structures to enable individuals and/or organisations to adopt and sustain more beneficial behaviour.

This unit is for people in managerial roles who review and change systems or structures to enable beneficial behaviour as part of a planned social marketing programme

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Performance criteria

You must be able to:

- P1 review research evidence to gain insight into the ways in which existing systems/structures influence individual and/or organisational behaviour
- P2 engage the target groups, colleagues, partners and other key stakeholders regularly and proactively in identifying ways in which systems/structures could be changed to enable individuals and/or organisations to adopt and sustain more beneficial behaviour and the evidence to support such changes
- P3 identify and resolve with the target groups, colleagues, partners and other key stakeholders any ethical issues relating to changes in systems/structures
- P4 analyse options for change, making comparative analyses of the pros and cons, including any necessary trade-offs, of each option, including the option of not changing systems/structures
- P5 carry out a cost-benefit analysis of each option and calculate the estimated return on investment
- P6 consult with the target groups, partners and other key stakeholders on the options for change in ways which help them fully understand the implications of each option and participate effectively in the decision-making process
- P7 make evidence-based recommendations to those with decision-making authority and agree with them which option to adopt, specifying its scope, objectives, resource requirements, timescales, limitations and constraints
- P8 engage with the target groups, colleagues, partners and other key stakeholders in planning the process to implement the changes in sufficient detail to allow those involved to carry out their responsibilities effectively
- P9 ensure a full and rigorous assessment of the social and environmental impact of the change is carried out and that any negative social or environmental impacts resulting from the changes are minimised
- P10 identify any risks involved in the changes and determine how these risks are to be managed
- P11 implement the changes to systems/structures in partnership with the target groups, colleagues, partners and other key stakeholders, allocating responsibilities and resources to competent people and coordinating activities
- P12 encourage transparency, integrity and trust among those involved to ensure support for the implementation of change
- P13 monitor and continuously evaluate the implementation process, paying

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particular attention to identified risks, to:

- P13.1 ensure that the changes have been implemented fully in line with your plan
- P13.2 provide feedback to the target groups and other key stakeholders in order to encourage and sustain beneficial behaviour
- P13.3 gauge the actual impact of the changes on individual and/or organisational behaviour
- P13.4 calculate the return on investment achieved
- P14 make appropriate adjustments to the implementation process and to the systems/structures themselves if the expected results do not materialise or if further opportunities for enabling beneficial behaviour emerge
- P15 keep track of the implementation process, including any adjustments and the rationale for these, and make this information available for planning and implementing future change processes

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Knowledge and understanding

You need to know and understand:

General Knowledge and Understanding

- K1 change management principles, methods, tools and techniques
- K2 consultation principles, methods, tools and techniques
- K3 corrective or remedial action to take in case of contingencies or non-compliance
- K4 examples of effective and ineffective social marketing practice relevant to the activity
- K5 influencing principles, methods, tools and techniques
- K6 leadership principles, methods, styles and techniques
- K7 legal and organisational/partnership requirements relevant to social marketing
- K8 motivation principles, methods, tools and techniques
- K9 objective setting principles, methods, tools and techniques
- K10 partnership working principles, methods, tools and techniques
- K11 principles, methods, tools and techniques for addressing ethical issues
- K12 principles, methods, tools and techniques for assessing the potential impact of proposed activities
- K13 principles, methods, tools and techniques for calculating cost-effectiveness and return on investment(ROI)
- K14 principles, methods, tools and techniques for developing evidence-based proposals
- K15 principles, methods, tools and techniques for engaging effectively with target groups and stakeholders, including vulnerable and hard-to-reach groups
- K16 project management principles, methods, tools and techniques
- K17 research findings relevant to the activity
- K18 risk management principles, methods, tools and techniques
- K19 social marketing principles, methods, tools and techniques
- K20 sustainability principles, methods, tools and techniques

Industry/Sector Specific Knowledge & Understanding

- K21 current and emerging trends and developments in the sector internationally, nationally and locally
- K22 industry/sector, organisational/partnership and professional codes of practice
- K23 legal, regulatory and ethical requirements in the industry/sector

Context Specific Knowledge & Understanding

- K24 organisational/partnership policies and procedures relevant to the activity
- K25 organisational/partnership structures and systems
- K26 organisational/partnership vision, mission and strategic objectives

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- K27 sources of funding for organisational/partnership activities
- K28 specific requirements of sponsors/funders
- K29 stakeholders and their diverse interests, needs, abilities and preferences
- K30 target groups, their diverse interests, needs, abilities and preferences

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Additional Information

Behaviours

1. recognise changes in circumstances promptly and adjust plans and activities accordingly
2. challenge the status quo and seek better alternatives
3. generate and recognise imaginative and innovative solutions
4. keep people informed of plans and developments
5. show empathy with others' needs, feelings and motivations and take an active interest in their concerns
6. design, develop and monitor processes, strategies, products and/or services that are sustainable over the medium and long term
7. identify and raise ethical concerns
8. prioritise objectives and schedule work to make the best use of time and resources
9. accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
10. monitor quality of work and progress against plans
11. present information and arguments convincingly and in ways which gain the commitment and support of others
12. identify and work with people and organisations who can provide support for own work
13. ensure effective engagement with target groups, policy makers and other key stakeholders
14. show sensitivity to the needs and interests of all parties involved, and manage these effectively
15. identify systemic issues and trends and recognise their impact upon current and future work

Glossary

Systems and structures

These terms are used interchangeably with the broad meaning of "the way things are arranged or organised". For example, the local transport system will impact on people's travelling behaviour, the availability of broadband communications systems may facilitate home-working, the physical and organisation structure of a hospital may discourage people participating in preventative health initiatives and the way a school's timetable is structured can have positive or negative effects on children's social and civic development through play and extra-curricula activities

Beneficial behaviour

This means behaviour which the balance of evidence shows has the potential to improve people's lives

As used in the standards, "social marketing programme" encompasses longer-term (3 years) programmes, medium-term (1-3 years) campaigns and

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short-term (<1 year) targeted initiatives

Partner organisations

It is recognised that social marketing programmes usually involve a number of organisations working together in close collaboration

Stakeholders

These include all those involved in, or affected by, the social marketing strategy and the issues it is seeking to address

Key stakeholders

These are those with the greatest interest in or influence on the issues; they will always include the target groups or intended beneficiaries of the social marketing activity

Those with decision-making authority

This may be your boss, another individual or a committee, board or steering group composed of partners and/or other key stakeholders

Risk

This means the chances of an event happening and the seriousness of the consequences of that event; Risk does not of itself have a negative connotation; there can be both positive and negative consequences of an event. One of the key risks in carrying out a test marketing activity is that the results become contaminated by changes in other environmental factors

Risk management

This includes: assessing the risks; taking action to avoid events that have negative consequences; planning to minimise the negative consequences and maximise the opportunities if events do occur.

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